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16 September 1948

CIRCULAR MEMORANDUM FOR THE MEMBERS OF ICAPS

SUBJECT: Reorganization

ATTACHMENTS: (1) Memo to Chief of ICAPS
25X1A9A from [] dated 15 Sept.
(2) Proposed Circular of 15 August 1947
"Reorganization of CIG"

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1. Please give consideration to the attached memo from [] and to the Proposed Circular of August 15, 1947, which was never sent out of CIA, and then let me have your ideas on the subject.

2. I have been thinking this over for some time myself and was planning to bring it up next month on the anniversary of my arrival here.

3. As I see it, ICAPS, when originally constituted, was chiefly a planning unit to set up CIG and, subsequently, to help in the conversion of CIG to CIA. Maybe this function will be revived upon receipt of the reports of the Hoover and Dulles Committees.

4. For the last few months at any rate, the planning duties of ICAPS have been almost negligible and most of its work has been of a coordinating and liaison nature.

Planning -- All of the working offices have their planning staffs so the over-all ICAPS planning is not now so necessary as it was a couple of years ago. Ad hoc committees of professionals, now that CIA is a going concern, could undoubtedly take care of the planning functions in conjunction with the planning staffs in the different offices of CIA, *with some overall control.*

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Coordination and Liaison -- With the Standing Committee members as buffer states in the IAC agencies, there is duplication, i.e., expensive duplication, more or less, to the extent of double salaries for the single job. ICAPS members coordinate with the Standing Committee members who, in turn, do most of the coordinating within their own agencies.

So far as representing the Director on different committees is concerned, the two continuing ones seem to be Block's SANACC Subcommittee and the NSC Staff.

(1) The SANACC Subcommittee should have died a long time ago as its work ~~was~~ being considered by the NSC Staff and now, subsequent to the issuance of NSC 10, it should no longer function for SANACC but rather for the new Director set up under 10, if he wishes to have it, or under State's Assistant Director for Public Affairs, if he wishes to have it under NSC 4. It should be, in any event, a working committee under one or the other of those two NSC Directives and have on it a professional from the office concerned, not an over-all ICAPS representative.

(2) The NSC Staff, when it started, required a good deal from CIA and the CIA representative thereon, though not a voting member, was a convenient "leg-man" and liaison officer. Lately, however, many items of purely military nature have been referred to the NSC Staff which have required nothing special from CIA, so much of the time of the CIA representative is wasted on that job. I should think it could be arranged for the CIA representative to be called in whenever necessary, i.e., 20% - 40% of the time rather than 100%.

The work here in ICAPS is of some usefulness to CIA and the agencies and is very pleasant and agreeable, but I do think it is an expensive operation which could be handled by one or two officers, ~~plus a couple of clerks~~, instead of the present complement of [redacted] What

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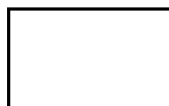
[redacted] and a secretary do with the Joint Chiefs 100% of the time is something I have never yet been able to find out. I imagine it is ordinary CIA-Joint Chiefs liaison with the working offices, the way there are various liaison officers in ORE, OO and OCD for the IAC agencies. As I recall it, he was considered a part of ICAPS merely because it was not known where else to put him.

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5. Whatever your ideas are on this subject, please think it over so that we can talk it over upon my return from my vacation early in October. There is considerable correspondence in the '47 - '48 files about ICAPS and its organization. The Proposal I sent to the Director some months ago about the redundancy of the Standing Committee, after our meetings drafting DCI 1/1, seems to have disappeared into the blue. I tried several times to get an answer, but nothing was forthcoming from the Directorate, so I assumed the Director thought that the IAC members wished to have a Standing Committee and he would not interfere with that set-up. I was told, when I came here, that there was a unanimous desire to have such a Standing Committee on the part of the IAC members, but when we got down to working it out in the DCI 1/1, there seemed to be no such firm unanimity.



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CHIEF, ICAPS

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